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WHEREAS, under Section 252.38, Florida Statutes, legally constituted municipalities

authorized and encouraged to create municipal emergency management programs; and

WHEREAS, the CEMP establishes the policies, strategies, operational goals and objectives through which the Town will mobilize resources and conduct response and recovery activities after a large scale disaster; and

WHEREAS, the CEMP establishes the organizational system for comprehensive emergency management in compliance with Federal, State and County requirements, assigning roles and responsibilities to individuals, agencies and contract entities for implementing emergency operations; and

27 **WHEREAS**, under Florida Administrative Code Section 27P-6.010, the CEMP must be
28 adopted by resolution of the governing body of the jurisdiction before it becomes the CEMP for
29 such local government; and

30 **WHEREAS**, under Section 5.4 of the Town Charter, the Town Commission may by
31 resolution designate a properly qualified person to temporary execute the functions of the Town
32 Manager during the absence or disability of the Town Manager; and

33 **WHEREAS**, the CEMP provides for a line of succession for the Town Manager's
34 emergency powers in the event the Town Manager is absent or disabled, and such line of
35 succession for emergency powers is different than the line of succession previously adopted by
36 the Town Commission; and

37 **WHEREAS**, the Town desires to clarify the line of succession for the Town Manager
38 functions and powers in emergency and non-emergency circumstances.

39 **NOW, THEREFORE, BE IT RESOLVED BY THE TOWN COMMISSION OF**
40 **THE TOWN OF LAUDERDALE-BY-THE-SEA, FLORIDA:**

41 **Section 1. Recitals.** Each "WHEREAS" clause set forth is true and correct and
42 incorporated herein by this reference.

43 **Section 2. Adoption of CEMP.** The Town Commission adopts the Comprehensive
44 Emergency Management Plan, attached as Exhibit "A".

45 **Section 3. Line of Succession – Town Manager Functions.** During the absence or
46 disability of the Town Manager, the line of succession for execution of the functions of the Town
47 Manager (not including the Town Manager's emergency powers) shall be in the following order:
48 (i) Assistant Town Manager (ii) Finance Director (iii) Municipal Services Director.

49 **Section 4. Line of Succession – Emergency Powers.** During the absence or
50 disability of the Town Manager, the line of succession for the Town Manager's emergency
51 powers provided under the CEMP shall be in the following order: (i) Assistant Town Manager
52 (ii) Municipal Services Director (iii) Finance Director.


Section 5. Authorization to Implement. The appropriate Town officials are hereby authorized to take any and all actions to effectuate the implementation of the Comprehensive Emergency Management Plan.

Section 6. Conflict. All resolutions or parts of Resolutions in conflict herewith are hereby repealed to the extent of such conflict.

Section 7. Severability. If any clause, section or other part of this Resolution shall be held by any court of competent jurisdiction to be unconstitutional or invalid, such unconstitutional or invalid part shall be considered as eliminated and in no way affecting the validity of the other provisions of this Resolution.


Section 8. Effective Date. This Resolution shall take effect immediately upon its passage and adoption.

PASSED AND ADOPTED this 9th day of June, 2015.


Mayor Scot Sasser

Attest:

APPROVED AS TO FORM:


Tedra Smith, Town Clerk

Susan L. Trevarthen
Susan L. Trevarthen, Town Attorney

Comprehensive Emergency Management Plan (CEMP)

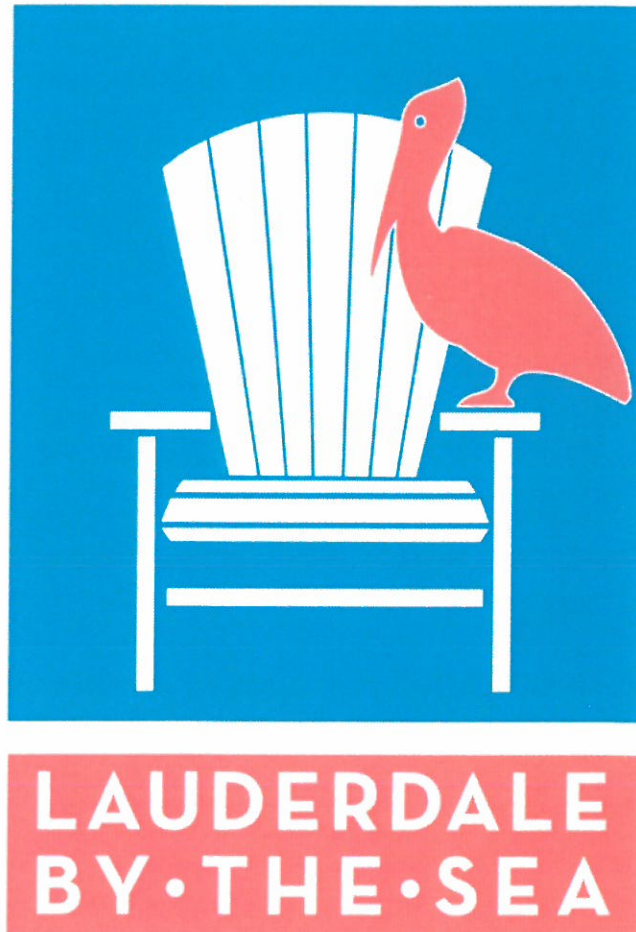


Table of Contents

Plan Purpose.....	3
Authorities and references.....	3
Situation and Assumptions.....	6
Emergency Preparedness.....	13
Organization and Staffing.....	19
Concepts of Operations.....	22
EOC Operations.....	28
Recovery	33
Communications.....	36
Policies and Protocols.....	39
Financial Management Procedures.....	45
Resource Management.....	48
NIMS Glossary.....	51
ACRONYMS.....	56

1 Plan Purpose

The purpose of the plan is to reduce the vulnerability of people and property from large scale disasters, ensure an effective response to the impacts of critical incidents and disasters, and ensure long-term community recovery.

The Comprehensive Emergency Management Plan (CEMP) describes the policies, strategies, operational goals and objectives through which the Town will mobilize resources and conduct response and recovery activities after a large scale disaster.

This plan details an all hazards emergency management framework which embodies all aspects of prevention, mitigation, preparedness, response, and recovery. The plan establishes municipal policies and protocols under which emergency operations are to be conducted.

The plan establishes the organizational system for comprehensive emergency management in compliance with the National Incident Management System (NIMS) as well as Federal, State, and County requirements. Roles and responsibilities for implementing emergency operations are assigned to individuals, agencies and contract organizations.

This plan is designed to address all hazards yet shall remain flexible. Policies, operational procedures, and responsibilities may be modified to meet disaster or critical incident conditions.

2 Authorities and references

This plan was developed to be in compliance with Florida Statutes 252.38 (Emergency management powers of political subdivisions), which encourages and authorizes political subdivisions to develop emergency plans which are consistent and coordinated with the emergency planning of the County government.

The Town has adopted and institutionalized the requirements set forth in the National Incident Management System, Homeland Security Presidential Directive Number 5, and Homeland Security Directive Number 8. The Town meets all requirements set forth in Florida Statutes 252.38(2).

The CEMP establishes uniform policies and procedures consistent with NIMS for the effective coordination of resources to cope with a wide variety of natural, man-made, and technological emergencies. These emergencies may differ in size and severity and might affect the health, safety, or general welfare of the people of the Town of Lauderdale-By-The-Sea. The plan is also in compliance with the Florida Comprehensive Emergency Management Plan, and the Broward County Comprehensive Emergency Management Plan.

The CEMP references and incorporates standard operating procedures, job aides, and field guides which have been developed by the Town, Broward County and the State of Florida. Procedures are included for the activation, operation and deactivation of the Emergency Operations Center. The Town Manager, or in his/her absence the Assistant Town Manager, or in his/her absence, the Police Chief may activate the plan in accordance with the activation procedures.

2.1 Plan Adoption Requirements

Pursuant to F.A.C. 27P-6.010, (8), this plan, shall be adopted by resolution of the governing body of the jurisdiction before it becomes the Comprehensive Emergency Management Plan for such local government. Modifications to the plan made between formal approvals by the governing body that are not substantive shall be considered administrative updates to the previously approved plan and do not require approval of the governing body, but must be approved by the Town Manager

2.2 Distribution of Complete Copies

The Town of Lauderdale-By-The-Sea CEMP will be comprehensively reviewed once every four years, or whenever significant revisions are necessary, or as directed by the Town Manager. The plan will be distributed to the following individuals for input:

- Town Manager
- Assistant Town Manager
- All Town Department Directors Building Official
- Police Captain, Broward County Sheriff's Office
- Fire Chief, Lauderdale-By-The-Sea Volunteer Fire Department

When adopted, the Plan shall be placed on the Town's website and distributed to the persons listed above and to the Town Clerk.

In addition, the Town Manager will periodically review emergency management assignments within the Emergency Operations Center with the goal of developing each position to a depth of two levels for each vital position. Each individual assigned to the roster will be notified of any updates to the Plan. This shall include:

- Mayor and Town Commissioners
- Incident Command
- Planning Section Chief
- Logistics Section Chief
- Operations Section Chief
- Finance / Administration Section Chief
- Public Information Officer
- Fire Chief
- Police Captain
- Emergency Management Coordinator

It shall be their responsibility to read and review the plan and be fully aware of the role they play in an emergency, and to disseminate it to and review it with appropriate members of their staff.

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3 Situation and Assumptions

3.1 Demographics

The Town of Lauderdale-By-The-Sea was incorporated in 1947 and is located along the Atlantic Ocean in Eastern Broward County. According to the United States Census Bureau, the town has a total area of 1.57 square miles with 0.876 square miles of land and 0.694 (44.2%) square miles of water.

The southern part of Lauderdale-by-the-Sea is situated between Fort Lauderdale and Sea Ranch Lakes, while the northern part of Town borders Pompano Beach. The town is on land that is essentially a long narrow island connected to the mainland by drawbridges that span the Intracoastal Waterway. The town is centered on the junction of State Road A1A and Commercial Boulevard. The main industry is tourism; the Town has many hotels, motels, and residences used especially during the winter by visitors. At the ocean end of Commercial Boulevard is a long wooden fishing pier and two public plazas. The town also annexed the previously unincorporated neighborhood of Terra Mar and Bel-Air.

The Town has one (1) public safety building that houses the three entities that provide protective and emergency services to the Town – The LBTS unit of the Broward Sheriff's Office (BSO), the Lauderdale-By-The-Sea Volunteer Fire Department (LBTS VFD) and American Medical Response (AMR), the Town's contractor for emergency medical services.

3.2 Assumptions

Disasters impacting the Town will endanger public safety, damage property, and disrupt community services. The level of impact will vary in location, type and magnitude. This variability necessitates a flexible approach to implementation of the Comprehensive Emergency Management Plan.

The concept of operations outlined in this plan assumes that a major or catastrophic emergency has occurred, or is likely to occur, creating a need for the immediate activation of this plan and mobilization of emergency response resources. Damage may be extensive and areas could experience casualties, severe property loss, disruption of normal life support systems, and loss of economic, physical and social infrastructures.

Local emergency response personnel will likely be impacted by the disaster and experience casualties and damage to their individual homes and personal property. Town contractors' equipment and offices may also be damaged by the disaster and their employees also affected, which may impede their availability to deliver contracted services. All public, private, and non-profit organizations that support this plan have developed emergency operations procedures to implement and allocate resources. If the emergency is major or catastrophic in nature, it is assumed that the County will request State assistance and, if necessary, the Governor will request activation of the National Response Plan and Federal resources, coordinated through the Florida Department of Emergency Management and the Department of Homeland Security/Federal Emergency Management Agency. Assistance will be deployed to the affected areas to provide aid to local governments.

In addition to State and perhaps Federal assistance, the Town may request mutual aid from other jurisdictions and municipalities throughout the State. Disaster conditions may require the Town to fulfill emergency response and disaster recovery operations independently and without assistance for up to 72 hours following impact of the critical incident or disaster.

Resources in a severe emergency are likely to be inadequate to meet the basic needs of citizens within the Town. Prioritization of resources is based upon life-sustaining needs in accordance with the policies established in the Comprehensive Emergency Management Plan.

Protective actions for the public could potentially involve thousands of individuals, and it is assumed the public will attempt to comply with all protective action instructions. Following the impact of a disaster, significant modifications in normal Town department operations will be necessary to assist disaster survivors, restore community services, protect public safety, coordinate debris removal, and similar operations. This may require Town departments to work overtime, employ temporary staff, use alternate facilities, and/or deliver services directly to damaged areas.

3.3 Plan Implementation Assumptions

Personnel with assigned emergency response duties will report to duty as called for in the Emergency Management Plan or as directed by the Town Manager. The Town Emergency Operations Center will remain functional for the duration of the emergency response until the Emergency Operations Center is deactivated. The Town is able to maintain communications and control with key personnel and the County Emergency Operations Center.

3.4 Hazard Identification and Risk Assessment

The Town of Lauderdale-By-The-Sea is vulnerable to a host of hazards, which pose a risk to the residents and property. All hazards that may impact the Town have been considered and those with the highest risk are discussed below and include: hurricanes, tornadoes, flooding, hazardous materials incidents (fixed facility and transportation), civil disturbances and mass migration events, terrorism, and biological epidemics.

The Town of Lauderdale-By-The-Sea has drawn upon analysis to identify the hazards threatening the jurisdiction and estimate the risk these hazards pose to the Town. The Town has also estimated the vulnerability of important facilities and systems to the identified hazards. In summary, the potential disaster sources including natural and man-made hazards that threaten the Town and are a basis for the CEMP are listed below in descending order of risk (highest risk to lowest risk).

3.5 Hurricanes and Tropical Storms

Florida is one of the most vulnerable areas in the nation to the impact of hurricanes and tropical storms. Hurricane season runs from June 1 through November 30. Primary effects from a hurricane include: storm surge, high winds, heavy rainfall, tornadoes, loss of life or severe injuries, and inland flooding. Secondary effects may include the loss of electrical power, fires, fallen trees, flying debris, roof failure, downed power lines and traffic lights, blocked roadways, uninhabitable residences, damaged commercial buildings and government facilities, beach erosion, and disruption of municipal services.

The Town of Lauderdale-By-The-Sea is subject to hurricane storm surge due to its location, which greatly increases the potential vulnerability of the people, the property, the environment, and the entity itself. High winds and flooding pose the greatest hurricane related threat to the Town. These impacts can be widespread affecting people and property in areas far beyond the municipal boundaries. Environmental damage may be significant due to destruction of vegetation, contamination of water systems and vulnerable environments.

The Town will likely withstand a minor hurricane impact, but would sustain catastrophic damage in a major hurricane (category 4 or higher) where winds exceed 140 mph.

The National Weather Service calculates the probability of hurricane force winds impacting any given year for selected coastal cities but Lauderdale-By-The-Sea is not one of the cities they evaluate. Given the evaluation for other coastal cities in South Florida, we estimate the probability of the Town experiencing hurricane force winds to be between 1 in 6 and 1 in 7 in any given year. -

3.6 Tornadoes

From 1971-2002 there were 87 reported tornadoes in Broward County, Florida.

The most common, but historically least destructive tornadoes in South Florida are warm season tornadoes, which occur from May through August during afternoon thunderstorms with peak activity in June.

The most destructive tornadoes generally occur between December and April, due to cold fronts from the north colliding with warm tropical air in the south. Nine of the ten most destructive tornadoes in Florida have been cool season tornadoes, occurring between December and April.

Broward County as a whole is likely to experience approximately two tornado touchdowns per year. All areas of the county are equally exposed to this threat, including the Town of Lauderdale-By-The-Sea. All areas of the county are subject to both vulnerability and maximum threat; however, less than one percent of the population and property values may be impacted by any single tornado event. Within the localized area of tornado touchdowns, people, property, facilities and infrastructure damage can be minimal to severe. Environmental damage may also be significant due to destruction of vegetation and environmentally sensitive areas on the beach, such as damage to sea oats and sand dunes. Tornado intensity is measured on the Fujita scale reproduced described on the following page.

FUJITA TORNADO INTENSITY SCALE

F-Scale Number	Intensity Phrase	Wind Speed	Type of Damage Done
F0	Gale tornado	40-72 mph	Some damage to chimneys; breaks branches off trees; pushes over shallow-rooted trees; damages sign boards.
F1	Moderate tornado	73-112 mph	The lower limit is the beginning of hurricane wind speed; peels surface off roofs; mobile homes pushed off foundations or overturned; moving autos pushed off the roads; attached garages may be destroyed.
F2	Significant tornado	113-157 mph	Considerable damage. Roofs torn off frame houses; mobile homes demolished; boxcars pushed over; large trees snapped or uprooted; light object missiles generated.
F3	Severe tornado	158-206 mph	Roof and some walls torn off well-constructed houses; trains overturned; most trees in forested areas uprooted.
F4	Devastating tornado	207-260 mph	Well-constructed houses leveled; structures with weak foundations blown off some distance; cars thrown and large missiles generated.
F5	Incredible tornado	261-318 mph	Strong frame houses lifted off foundations and carried considerable distances to disintegrate; automobile sized missiles fly through the air in excess of 100 meters; trees debarked; steel reinforced concrete structures badly damaged.
F6	Inconceivable tornado	319-379 mph	These winds are very unlikely. The small area of damage they might produce would probably not be recognizable along with the mess produced by F4 and F5 wind that would surround the F6 winds. Missiles, such as cars and refrigerators would do serious secondary damage that could not be directly identified as F6 damage. If this level is ever achieved, evidence for it might only be found in some manner of ground swirl pattern, for it may never be identifiable through engineering studies.

3.7 Terrorism

State Road A1A runs the entire length of the Town of Lauderdale-By-The-Sea. **State Road 870 (SR 870)**, locally known as **Commercial Boulevard**, traverses the Town. Both are busy transportation routes carrying passenger vehicles and truck traffic.

There are the normal number of soft-targets in the Town, including shopping plazas, places of worship, and other venues; however, nothing that would be a particularly unique draw beyond the norm for any other Town the size of Lauderdale-By-The-Sea.

The potential for agricultural terrorism is nonexistent as there is no agricultural activity within the Town. There are no water or sewer treatment plants located within our municipal boundaries.

Cyber-terrorism is a threat to any municipality, but we have no businesses located in Town that would be likely targets of a major cyber-attack.

Therefore, the terrorism threat to the Town of Lauderdale-By-The-Sea is no different than any other small South Florida municipality.

3.8 Nuclear Power Plants

The Town of Lauderdale-By-The-Sea is well outside the 50-mile Ingestion Pathway Zone (IPZ) of the St. Lucie Nuclear Power Plant (St Lucie County) and the Turkey Point Nuclear Power Plant (Miami-Dade County). The IPZ represents an area in which the long-term deposition of radioactive material from an incident at the nuclear plant could occur with low-level radioactive contamination of soil, water and vegetation with the risk of ingestion/inhalation of radioactive material by humans.

3.9 Hazardous Materials

Hazardous materials incidents can occur anywhere where there is a road, rail line, port, airport or fixed facility using, storing or manufacturing hazardous materials. A limited number of trucks on Town highways may be carrying hazardous material cargo.

Broward County, the State of Florida Division of Emergency Management and Florida Department of Health, Bureau of Radiation Control have plans in place to ensure a rapid and effective response, to provide protective action ,recommendations to protect the health and safety of the public should a release occur. Further, the Broward Sheriff's Office and City of Fort Lauderdale Fire-Rescue HazMat Teams are trained in the identification and handling of radioactive source material.

3.10 Flooding

The Town of Lauderdale-by-The-Sea is located on a barrier island that is 7 feet above sea level at its highest level and could be subject to in-land flooding or storm surge. Historically the Town has only received roadway and open space flooding without property damage. The Town has invested heavily in upgrading storm water drainage facilities in the past five years. There are no repetitive loss properties identified by the National Flood Insurance Program in the Town of Lauderdale-By-The-Sea.

The center of the Intercoastal Water Way (ICW) forms the western boundary of most of the town, and multiple neighborhoods have canals that connect to the Intracoastal Waterway and are potentially subject to tidal/storm surge. The South Florida Water Management District has installed structures to mitigate the effects of tidal and storm surge in the canals. It shall be standard operating procedure for Town Personnel to inspect all drainage Town wide before, during and after an impending rain event.

The Town of Lauderdale-By-The-Sea lies within Broward Co. The Town consist of A, AE, AH, AO, VE and X flood zones.

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4 Emergency Preparedness

4.1 Summary of Municipal Capabilities

The purpose of this section is to detail the emergency response and disaster recovery capabilities of the jurisdiction. While the Town of Lauderdale-By-The-Sea has limited internal resources and personnel, the Town has developed the basic capabilities, programs and resources to provide both daily and disaster response and recovery activities in compliance with the National Incident Management System (NIMS) and the Broward County Comprehensive Emergency Management Plan.

The Town of Lauderdale-By-The-Sea has limited internal capabilities to respond to and recover from a major disaster. The Town has limited municipal staffing, and relies upon outside contractors for most municipal services. The Town contracts with the Broward Sheriff's Office for law enforcement, with the Lauderdale-By-The-Sea Volunteer Fire Department for fire-rescue and with American Medical Response for EMS services; as well as with other contractors for waste management, traffic engineering, code enforcement, and building services as well as other services. The Town must coordinate closely with all contract service providers to ensure that the emergency preparedness, response, and recovery capabilities can be effectively implemented during times of disaster.

The Town has established a comprehensive emergency management system to manage the response and recovery from all hazards and will operate at the Emergency Operations Center located in Town Hall at 4501 N. Ocean Drive, Lauderdale-By-The-Sea, Florida 33308 or other site designated by the Town Manager. An alternate Emergency Operations Center can be activated at the Public Safety Building at 4513 N. Ocean Drive, Lauderdale-By-The-Sea, Florida 33308.

4.2 Reliance on External Organizations for Emergency Services

The Town of Lauderdale-By-The-Sea relies upon the Broward County Sheriff's Office to provide law enforcement services, Lauderdale-By-The-Sea Volunteer Fire Department for fire-rescue and with American Medical Response for EMS services to the community. These emergency-related services are provided on a contractual basis. The Broward County first responder community operates in accordance with the National Incident Management System.

Because the Town of Lauderdale-By-The-Sea does not directly manage or control the public safety contractors, resources may be limited after an emergency. Depending on the severity and magnitude of the disaster, resources from public safety contractors may augment the daily manpower, and resources from adjacent municipalities may be activated through the Statewide Mutual Aid Agreement. Additional community service/volunteer organizations and private vendors who contract with the Town may also be called upon to provide disaster-related services.

4.3 Emergency Preparedness Program

This plan defines the Town of Lauderdale-By-The-Sea's emergency preparedness program, which includes hazard mitigation, emergency preparedness, emergency response and disaster recovery. Roles and responsibilities for each component of the preparedness program have been assigned to individuals within the Town or contract staff supporting municipal operations. All preparedness actions are guided by the Emergency Preparedness Committee (EPC).

The Town of Lauderdale-By-The-Sea will conduct emergency planning activities on an ongoing basis to ensure that the Comprehensive Emergency Management Plan and all supporting procedures are maintained, and employees and contractors are trained.

NIMS requires that the emergency response capabilities be evaluated on an ongoing basis, as well as after each exercise and/or actual emergency.

4.4 Municipal Emergency Preparedness

In compliance with NIMS, the Town of Lauderdale-By-The-Sea has designated the Emergency Management Coordinator (EMC) whom is responsible for the planning, training, exercise, and maintenance of the improvement program needed to ensure the Town is ready to respond to emergencies.

The preparedness program aims to ensure that all agencies and organizations with an assigned responsibility in the plan are capable of performing this responsibility. The Town EMC is responsible for the oversight of all preparedness activities including the development of policies, plans, procedures, training, and exercises. The EMC is responsible for guiding the emergency preparedness program which includes the following components: emergency facilities, planning, procedure development, training, and exercises. The Town of Lauderdale-By-The-Sea has identified an Incident Management Team that is responsible for coordinating disaster response and recovery activities.

The Incident Management Team of the Town of Lauderdale-By-The-Sea includes the following personnel: Town Manager, Assistant Town Manager, Finance Director, BSO LBTS unit Police Captain, AMR LBTS unit EMS Chief, LBTS Volunteer Fire Department Fire Chief, Fire Marshall, and Fire Administrator, Municipal Services Director, Town Engineer, Building Official, Public Information Officer, Emergency Manager Coordinator (EMC) and Broward County Emergency Management. These individuals review emergency operations procedures (EOPs) and assure that all available resources, personnel and partner agencies are considered in the implementation of the Town's preparedness program to all hazards.

The Incident Management Team is responsible for the following:

NIMS

- Establish emergency operations plans and protocols including public communications and awareness.

- Establish the standards, guidelines and protocols necessary to promote interoperability among the jurisdictions, agencies and organizations, as well as with adjacent jurisdictions and the county.
- Adopt standards, guidelines and protocols for providing resources to requesting organizations, including protocols of the emergency organization in supporting incident operations conducted by the municipality.
- Set priorities for resources and other requirements for supporting field operations.
- Ensure participation in Broward County's multi-agency coordination mechanisms, including the County Emergency Operations Center, mutual-aid agreements, incident information system, non-governmental organization and private sector outreach, public awareness and information system and mechanisms to deal with information and operations security.

4.5 Coordination of Preparedness Activities

The preparedness program aims to ensure that all agencies and organizations with an assigned responsibility in the plan are capable of performing their responsibilities under this plan.

The Town of Lauderdale-By-The-Sea is committed to achieving an integrated, unified approach to preparedness through the participation in meetings, programs, training, and exercises sponsored by the Broward County Emergency Coordinating Council. The Town will maintain routine communication with adjacent municipalities regarding emergency preparedness activities and participate in joint training and exercises with adjacent jurisdictions. The Town will also actively participate in numerous countywide and regional emergency preparedness organizations including the Local Mitigation Strategy Committee, the Southeast Florida Regional Domestic Security Task Force, and the Local Emergency Planning Committee which ensures effective coordination for all hazards and uniformity of response protocols.

4.6 Training

The Town ensures that all individuals with assigned roles and responsibilities in the plan have received necessary and required training in at least the following two major categories: NIMS and ICS implementation, with documentation of personnel training records, implementation of the emergency plan and its SOP's. The NIMS requirements are continuing to detail training requirements for each position and the Town will continue to monitor the development of these new Federal requirements. The Federal Emergency Management Agency now mandates NIMS related training courses for each key emergency management position. Each individual assigned to one of these positions will be required to complete the FEMA-required training courses. The Town Manager is responsible for ensuring that all employees receive training in compliance with the National Incident Management System. Training will also be conducted to ensure that each individual assigned to a key role in the Town's Emergency Operations Center is able to perform their responsibilities.

The Emergency Management Coordinator will work in concert with Broward County Emergency Management on available training opportunities. As emails noting successful

completion of NIMS courses are sent from the Emergency Management Institute, the Emergency Management Coordinator collects those emails. The original certificates are held in the Town Clerk's office. As training is completed, it is noted on an electronic spreadsheet maintained by the Town Clerk.

4.7 Storage and Management of Training Records

The Town Clerk will store, archive and act as the records custodian for the training records, classifications, certifications and all other information relevant to emergency management/disaster related training for its staff and contractors.

4.8 Commitment to Participate in County and Statewide Exercises

The Town will participate in exercises that are countywide, regional or statewide as resources are available. Upon invitation, the Town may also participate in exercises sponsored by other jurisdictions.

4.9 Responsibility for Evaluations and Plan Revisions

The Town Manager or his/her designee is responsible for managing the Town's after-action evaluation program. The Town Manager may direct the Emergency Management Coordinator to be responsible for scheduling evaluations; facilitating the involvement of all appropriate organizations, preparing the required written reports, and ensuring that identified corrective actions are incorporated into the Town's preparedness improvement plan. The Emergency Management Coordinator may also be the point of contact for Broward County for participation in countywide after-action evaluations.

The findings of this evaluation are used to prepare and implement an improvement plan that assigns responsibility for correcting problems or addressing shortcomings in the Town's response capabilities.

NIMS requires that response personnel and equipment be classified as to their emergency response capabilities, as well as certified or licensed appropriately when necessary. The Town Manager will ensure that all response personnel maintain appropriate credentials to perform their assigned duty and resources are classified accordingly.

4.10 Municipal Cooperation with County, State and Federal "After-Action" Reports

The Town will participate in after-action reports prepared by County, State or Federal agencies, when requested.

4.11 Analysis of needs and capabilities

The Town will comply with all applicable Federal and State standards and requirements regarding municipal level capabilities for response and recovery operations. The Town has assessed its capabilities using the NIMCAST and continues to expand its capabilities to become fully NIMS compliant.

4.12 Pre-emergency public information and education

The Town of Lauderdale-By-The-Sea maintains an emergency preparedness public information program. The Town's Public Information Officer (**PIO**) is responsible for updating the Town's website to ensure that emergency preparedness information is maintained.

Public information about emergencies is currently disseminated to residents via a variety of means including the Town website, CodeRed, direct mailings as required or necessary, and the Town government-access cable television channel. The established Town website at <http://www.lbts-fl.gov/> provides ongoing preparedness and disaster and flood-related information.

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5 Organization and Staffing

5.1 Coordination of Municipal emergency response operations

The Town of Lauderdale-By-The-Sea's coordination of field operations at an incident site is the responsibility of the Incident Commander with operational control at the Town's Emergency Operations Center. The Field Operations Incident Commander will be designated by the Town Manager and will most likely be the Police Captain, the Fire Chief or the Municipal Services Director. The Incident Commander will directly notify the Town Manager of any incident which may potentially meet activation conditions. Upon activation, the Incident Management Team will coordinate actions to provide additional resources to incident scenes, to allocate resources among multiple scenes, and to coordinate municipal operations with other jurisdictions, higher levels of government, and contractors providing disaster support resources. All emergency operations are coordinated in accordance with the principles of the National Incident Management System.

During a disaster, there will be emergency operations implemented by Broward County, the State and/or Federal agencies that provide services on a countywide or multi-jurisdictional basis. Such operations include evacuation traffic management, evacuee sheltering, staging area operations, operation of points of distribution, damage assessment, public information, etc. The Town of Lauderdale-By-The-Sea will coordinate closely with the County Emergency Operations Center through deployment of its liaison at the County Emergency Operations Center and support countywide functions for the benefit of the citizens of the Town of Lauderdale-By-The-Sea.

5.2 Coordination with private sector emergency operations

In accordance with NIMS, the State CEMP, and Broward County Emergency Management Plan, the Town of Lauderdale-By-The-Sea coordinates primarily through the Broward County Emergency Operations Center to determine the status of public and private utilities as well as other vital private sector service organizations including Emergency Support Functions (ESF) 1 Transportation, ESF 2 Communications, ESF 3 Public Works, ESF 8 Health and Medical Care, and ESF 12 Utilities. The Town will maintain a municipal liaison at the Broward County Emergency Operations Center to monitor and coordinate emergency response and recovery activities affecting the Town.

5.3 Normal organization and staffing

The Town of Lauderdale-By-The-Sea, by its Charter, has a Commission-Manager form of government. The Town Manager is the Chief Executive and Administrative Officer responsible for the execution and administration of the affairs of the Town. The Town employs approximately thirty (30) full time employees: the Town Manager, Assistant Town Manager, Town Clerk, Finance Director, Municipal Services Director, Assistant Director of Development Services/Town Planner, Public Information Officer, Assistant to the Town Manager, Accounting personnel, Office Specialists and public works employees.

Many services are contracted for with public and private providers, with the following being the primary service providers:

- Building Code Services – C.A.P. Government, Inc.
- Emergency Medical Services - American Medical Response (AMR)
- Fire Protection Services – Lauderdale-By-the Sea Volunteer Fire Rescue (VFD)
- Law Enforcement – Broward Sheriff's Office
- Legal – Weiss, Serota, Helfman, Pastoriza, Cole, Boniske, P.A.
- Code Enforcement – Calvin, Giordano & Associates, Inc.
- Building Services – CAP Government
- Town Engineer – Jay Flynn, Flynn Engineering
- Solid Waste & Recycling – Waste Pro
- Water Production and Sewage Treatment – City of Fort Lauderdale and City of Pompano Beach
- Debris Removal - Crowder Gulf
- Monitoring Firm - Witt Obrien

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6 Concepts of Operations

6.1 Event recognition and plan activation

The National Weather Service, State of Florida and the Broward County Warning Point are the central locations for the collection and dissemination of early warnings and threats which are monitored at various levels of government.

For any event in which advance warning is available, there is an opportunity to prepare the response system and the community members to take protective actions in advance of the disaster.

The Broward County Emergency Management Center is designated as the official Warning Point for the Town of Lauderdale-By-The-Sea. Notifications of watches, warnings, or the occurrence of significant events will be received at the Warning Point through the Broward County Emergency Operations Center. Bulletins and advisories from the National Weather Service are received via the Emergency Satellite Communications (ESATCOM), Weather Service Satellite System, and the E911 System, radio, telephone, and municipal Public Safety Answering Points (PSAPs). Town Staff will monitor all early warning systems and activate Code Red warning residents of an impending threat of all hazards including floods. Town Staff will also provide early warning and evacuation notices via the Town owned air siren/ audio speaker located on the North side of the Fire house. The Town Manager shall also authorize Town personnel to go street to street.

The following significant incidents warrant activation of the alert and warning system and notification to the Town Manager:

- a. Any incident that may require a substantial evacuation and/or relocation of a given area;
- b. Any event posing a potential threat for a mass casualty incident;
- c. Any weather-related watch or warning advisory which threatens life and/or property;
- d. Formation of tropical weather systems that threaten SE Florida;
- e. Any incident that closes or significantly blocks major roadways impacting the Town and/or neighboring communities;
- f. Any large or multiple structure fires;
- g. Any prolonged shutdown of public utilities;
- h. Any event posing a major environmental threat to Lauderdale-by-The-Sea; or
- i. Any potential or actual act of terrorism affecting or potentially affecting Lauderdale-by-The-Sea

Hazards Affecting the Town of Lauderdale By The Sea <i>(Obtained from Broward County CEMP and LMS)</i>		
Natural	Technological	Human/Societal
<ul style="list-style-type: none"> • Drought/Water Shortage • Epidemic, Human • Flooding • Heat • Hurricane/Tropical Storm • Landshift, Subsidence (Sink Holes) • Thunderstorm–Hail • Thunderstorm–Wind • Tornado/Waterspout 	<ul style="list-style-type: none"> • Fire • Hazardous Materials–Highway • Hazardous Materials–Pipeline • Nuclear Power Plant Incident • Large Airplane Crash 	<ul style="list-style-type: none"> • Civil Disturbance • Mass Immigration • Terrorism, WMD: Biological, Chemical, Nuclear • Terrorism: Bomb Blast, Economic, Incendiary, Sabotage, Prolonged/Multiple Hostage • Workplace Violence

6.2 Public warning and emergency instruction

In the event of an immediate life-threatening situation, the on-scene Incident Commander has the authority to direct protective actions including evacuation or shelter in place. The on-site Incident Commander may request activation of the Code RED Telephone notification system. The on-site Incident Commander will notify the Town Manager of the incident and protective actions taken. The Town Manager may direct the Public Information Officer to warn the public that they are endangered and what action is to be taken.

In the event of advance warning of a potential threat, the Town Manager/Incident Manager, in consultation with key staff, will determine the need for protective actions within the Town and coordinate implementation with the Operations Section Chief and Public Information Officer. In the event that multi-jurisdictional action is required, the Town will coordinate protective action decisions with the impacted jurisdictions and the Broward County Emergency Operations Center.

6.3 Initial field response actions

The Incident Command System will be used to manage and coordinate field response operations. The incident may be controlled by local emergency responders or with other agencies through the mutual aid system. If the resources available at the field response level are not sufficient to mitigate the situation, the Incident Commander may request, through appropriate channels, that the Emergency Operations Center be activated to support the field operations. The Public Information Officer will develop a press release and forward it to the Broward County Emergency Operations Center for the Broward County Joint Information Center for distribution.

Response to an incident by single discipline agencies (i.e. fire, law enforcement, EMS) will utilize a single Incident Commander within the ICS structure. As the incident progresses to include multiple jurisdictions and disciplines, a Unified Command (UC) will be used to the extent possible, and as deemed necessary.

During a single discipline response to an incident, the first on-scene emergency responder with management responsibilities will take the necessary steps to establish an Incident Command Post (ICP), report a scene size-up, activate the appropriate ICS organizational elements required for incident management, delegate authority within the ICS organizational structure, and develop incident objectives on which subsequent incident action planning will be based.

Once the incident includes multiple disciplines and/or agencies, Unified Command will be activated to ensure all agencies with jurisdictional authority or functional responsibility for any or all aspects of an incident and those able to provide specific resource support, contribute to and participate in the overall incident strategies, objectives, tactical activities and operations, approval, commitment, and use of assigned resources. The Incident Commander or designee shall

- Verify that the notification of all responding organizations was successfully implemented.
- Ensure full operational capability of the Town's Emergency Operations Center equipment, communication systems, information tracking systems and supplies.
- Verify rosters, equipment and vendor inventory procedures are up-to-date.
- Establish communication with Broward County Emergency Operations Center, field command posts, emergency organizations, and other activated emergency facilities.
- Deploy liaison to the Broward County Emergency Operations Center and other vital response sites such as staging areas.
- Place additional public and private sector resources and personnel on stand-by.
- Obtain incident status information, potential impact on persons and property, deployed resources and personnel, damaged infrastructure, and other important information.
- Coordinate information with responding units and the Broward County Emergency Operations Center.
- Determine the need and implement procedures to declare a State of Emergency and notify the Broward County Emergency Operations Center.
- Verify all resources are on stand-by to conduct a "rapid impact assessment" to define the impact of the event, prioritize operations and coordinate the information with the County Emergency Operations Center.
- Prepare and distribute an initial action plan (IAP) to prioritize and control the Town's response operations for the initial operational period. Managing response operations through an IAP is a NIMS requirement.

6.4 Activation of the municipal emergency operations center

Numerous conditions may warrant activation of the Emergency Operations Center prior to an event, during an event or once an incident has already occurred. The Emergency Operations Center may be activated by the Town Manager or in his/her absence the Assistant Town Manager or the BSO Police Captain in charge of the BSO LBTS unit. When an emergency or disaster event threatens the Town and/or the Broward County Emergency Operations Center has been activated, the Town Manager will consider the need to activate the Town Emergency Operations Center and the Town's Comprehensive Emergency Management Plan. When the Town Manager of Lauderdale-By-The-Sea (or Assistant Town Manager or Police Captain) partially or fully activates its Emergency Operations Center, he or she shall notify the Incident Management Team to respond to the disaster needs of the community.

Depending on the magnitude and complexity of the event, for any level of activation, the Town Manager may, or may direct the Incident Commander to direct personnel to activate and deploy one or more individuals to the Town's Emergency Operations Center to initiate operations. When determining which elements of the plan to activate, the Town Manager will consider potential resource needs, community impact, and public safety.

Various natural disasters and terrorism threats may allow for advance warning either through monitoring systems or through verbal notification. The Town Manager, in coordination with the public safety organizations, will evaluate the advance threat conditions and determine if Emergency Operations Center activation is warranted.

If multiple scenes are developing throughout the jurisdiction, which cannot be adequately coordinated from a single field command post, the Town Manager may fully or partially activate the Incident Management Team and Emergency Operations Center.

6.5 Levels of disasters

According to Florida Statutes 252.34, disasters are classified as follows:

- **Minor Disaster:** A disaster that is likely to be within the response capabilities of local government and results in only minimal need for State or Federal assistance.
- **Major Disaster:** A disaster that will likely exceed local capabilities and require a broad range of State and Federal assistance. The Federal Emergency Management Agency will be notified and potential Federal assistance will be predominantly recovery oriented.
- **Catastrophic Disaster:** A disaster that will require massive State and Federal assistance, including immediate military involvement. Federal assistance will involve response as well as recovery needs.

6.6 Levels of Municipal EOC Activation

Level 3 – Monitoring of the situation and stand-by for higher activations if indicated

Level 2 – Partial activation of specific positions within the Town Emergency Operations Center depending on disaster conditions and at the discretion of the Incident Commander

Level 1 – Full activation with all positions staffed and functional

The Town Emergency Operations Center may be activated directly at level 2 or level 1. When determining activation levels, the Incident Commander will consider the level of activation of Emergency Operations Centers of adjacent jurisdictions and the Broward County Emergency Operations Center.

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7 EOC Operations

7.1 Event Recognition and Plan Activation

Following notification by the Town Manager that the Emergency Operations Center is to be activated, the on-scene Incident Commander, most likely the Police Captain, will mobilize the Town Emergency Operations Center and initiate operations. In all cases, following activation of the Town Emergency Operations Center and mobilization of personnel, the Broward County Warning Point will be informed of the activation by the on-scene incident Commander.

Upon a decision to implement the CEMP and activate the Town Emergency Operations Center, it will be the responsibility of the Fire Chief, AMR Chief, the BSO Police Captain, and the Town Manager to notify, as indicated by the level of activation, key support staff and contractors who have responsibilities related to emergencies. They are responsible for notification of all necessary personnel in their agency or organization to ensure 24-hour staffing.

7.2 Functions of the Municipal EOC

The functions of the Town Emergency Operations Center are to:

- Coordinate and prioritize resource support operations for municipal field units at incident scenes and for disaster survivors within the Town.
- Coordinate municipal emergency operations with those conducted by adjacent municipalities, Broward County, the State of Florida and the Federal government.
- Coordinate the receipt, processing and delivery of public information and emergency instructions relevant to the Town.
- Coordinate the activation, operation, and deactivation of any other emergency facilities established by the municipality. The Emergency Operations Center will also coordinate municipal operations related to emergency facilities activated within the jurisdiction by Broward County, the State of Florida or the Federal government.
- Monitor and assess an emergency or disaster to anticipate needed response and recovery operations.
- Secure resource support for Town operations at the incident scene from other Town agencies, Broward County, the State of Florida, Federal agencies and/or adjacent jurisdictions.
- Make policy decisions regarding Town-wide emergency response and disaster recovery operations.
- Plan and prioritize Town-wide response and recovery operations.
- Prepare and issue public information and emergency instruction.
- Maintain communication and coordination with the Broward County Emergency Operations Center, if activated, as well as the Emergency Operations Centers of other municipalities, if activated, and direct Town agency operations accordingly.
- Ensure that appropriate documentation regarding response and recovery operations is maintained by all Town departments.

- Assign a liaison, whenever needed or upon request, to emergency response or disaster recovery facilities activated by Broward County, the State of Florida or Federal agencies for operations affecting the Town.
- Direct or support any other such operations by or within the Town for emergency response or disaster recovery.

The Town will develop and maintain a detailed implementation procedure to guide its operations, and this procedure will define the necessary actions to staff, equip, and operate the Emergency Operations Center, as described below.

7.3 Response Action

- Develop and approve the IAP on the schedule established at the beginning of the emergency response.
- Implement preplanned response actions, such as emergency debris removal from roadways, providing public information and establishing security for damaged or evacuated neighborhoods.
- Conduct resource management activities in accord with the Financial and Resource Management section to the plan.
- Document ongoing operations, personnel time, and expenditures in accordance with the procedures given in the Financial and Resource Management Section of the plan.
- Provide for municipal representation to the joint preliminary damage assessment process which is conducted cooperatively by local, State and Federal damage assessment teams following a major disaster. If a local disaster, implement the Town's procedures for and responsibility to complete damage assessment.
- Receive and process requests for assistance or support from field command staff or other organizational units with the Town's Emergency Operations Center.
- Maintain a continuing process of information exchange regarding the event, its impacts, and the status of response organizations.
- Maintain continuing flow of accurate, consistent and timely public information.
- Coordinate activities with adjacent jurisdictions, the Town Emergency Operations Center and the Broward County Emergency Operations Center, if activated, including filing of a situation report with the County Emergency Operations Center as requested.
- Identify the point or time when emergency operations will be considered complete, and the demobilization and deactivation process can be initiated.
- Cooperate with the implementation of multi-jurisdiction protective orders including curfews, public health actions, and immunizations.

7.4 Emergency Supplies

The Broward County Emergency Operations Center is responsible for coordinating the response to unmet needs. The process to meet the identified needs is first to provide the basics of food, shelter, and clothing. The other needs are evaluated as to fairness, ability to provide service to all who need it, cost, alternative means to meet the need, and so forth. Life-safety issues always take precedence.

Broward County ESF 6 and ESF 15 are responsible for the delivery and provision of supplies and services (food, water, shelter, and clothing) to residents. The Town of Lauderdale-By-The-Sea Emergency Operations Center will support these efforts by identifying volunteers and donations from area businesses to meet the needs of the residents.

The American Red Cross conducts door-to-door assessments of the areas affected by the event to identify residents' unmet needs. Other unmet needs reported to Town Emergency Operations Center or to local law enforcement should be tracked and forwarded to ESF 6 and the American Red Cross.

7.5 Emergency Facilities

?? Number Points of Distribution

The Town may operate a Point of Distribution (**POD**) at a location determined by the Town Manager/Incident Commander. The POD will provide life-sustaining emergency relief supplies including food, water, ice, and tarps to the residents of Lauderdale-By-The-Sea impacted by a major disaster and widespread utility outages. The POD and all emergency response operations will be managed in compliance with Broward County standards and the National Incident Management System.

7.6 Evacuation Shelters

The Town of Lauderdale-By-The-Sea is located within the hurricane evacuation zone and has many residential structures which would be vulnerable to high winds. The number of residents, therefore, seeking public shelter during a hurricane event is likely to be high. Shelters will be designated by Broward County once evacuation orders of the barrier islands have been issued.

7.7 Staging Area

In the event that a large amount of response resources require temporary staging, the Town Manager will consult with the Municipal Services Director to choose an available area. Command and control over the Staging Area will be the responsibility of the assigned Staging Area Manager. Traffic responsibilities within the Staging Area shall be under the direction of the Police Captain or his designee.

7.8 Public information during and after emergencies

The Town of Lauderdale-By-The-Sea will provide public information and education to enhance the level of preparedness of the residents of the Town. The goal of the public education campaign is to ensure that residents and their families can be self-reliant with necessary supplies and provisions for at least 3 days or more. The Town participates in and supports Broward County's public information and education programs.

The Joint Information System (**JIS**) provides the mechanism for integrating public information activities among Joint Information Centers (**JIC**), across jurisdictions, and with private-sector and non-governmental organizations. The County has implemented and institutionalized processes, procedures, and plans for its JIS when the Emergency Operations Center is activated;

the Public Information Officer will coordinate with the County Incident Command. When the County JIC is in operation, it serves as the central point of public information collection and dissemination. The JIC functions as part of the Command in the Emergency Operations Center and will coordinate the release of non-operational information.

Depending on the incident, representatives from each jurisdiction, agency, private sector organization, and non-governmental organization involved in incident management activities will be invited to participate in the County JIC. Communication within the JIC will be accomplished via the Emergency Alert System, radio, cable override, television, fax, Internet, telephone, or any other means available. When the JIC is activated, the Public Information Officer will notify media outlets that media inquiries may be directed to the County JIC, and that the County JIC will be releasing media updates on a routine basis and when noteworthy events take place. Members of the media are not allowed access to the County or Town Emergency Operations Center.

Deactivation of emergency operations center

It is the responsibility of the Incident Commander to manage downscaling and/or deactivating the Emergency Operations Center. The decision to downscale or deactivate will be coordinated with the General staff and the Command staff.

- Personnel will be notified of a reduced activation level or deactivation at the earliest convenient time, but preferably this decision will be incorporated during the Incident Action Planning process for the next operational period.
- The Operations Section Chief is responsible for notifying all Emergency Operations Center personnel of the change in staffing requirements and operational hours.
- The Operations Section Chief will also notify the field Incident Commanders, County Emergency Operations Center, and neighboring jurisdictions.
- The Finance Section Chief will ensure that all documentation regarding operations, personnel time, and emergency expenditures is complete and obtained from all response personnel.
- The Logistics Section Chief will ensure that all equipment and supplies are demobilized and tracked until they reach their final destination.
- The Planning Section Chief will ensure that all documentation has been stored, that all tracking documents and databases are properly duplicated and stored, and that an after-action critique is scheduled, conducted, and an after-action report is prepared.
- The Incident Commander should evaluate the need for incident stress debriefing for all personnel and coordinate with the Broward County Emergency Operations Center for Critical Incident Stress Debriefing counseling services.

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8 Recovery

8.1 Operations Overview

The Town of Lauderdale-By-The-Sea is dedicated to returning the community to pre-disaster conditions. The Town will coordinate and cooperate with County, State and Federal agencies to obtain the necessary support to implement mitigation measures to protect and preserve lives and property of the Town. This recovery phase occurs simultaneously with the response phase but can also extend beyond it.

As first responders are engaged in life-safety missions, the recovery staff will be planning for short-term and long-term recovery activities. Once the life threatening response activities have been completed and the threat to the Town has diminished, recovery activities become the primary focus of emergency management.

The Town Incident Management Team will coordinate recovery and disaster assistance efforts within the Town, and is responsible for gathering the assessed needs of the community, and coordinating with other agencies and organizations to meet those needs. The Town of Lauderdale-By-The-Sea Recovery Plan details the recovery roles and responsibilities within the Town. The Town Manager/Incident Commander is the point of contact for the beginning of the recovery process for County, State and Federal agencies.

The Town of Lauderdale-By-The-Sea utilizes the Code Red Emergency Notification System - an ultrahigh-speed telephone communication service for emergency notifications. This system allows a recorded message to be delivered to phones associated in any targeted area of the Town in case of an emergency situation that requires immediate action (such as a boil-water notice, missing child or evacuation). The system is capable of dialing 50,000 phone numbers per hour. It then delivers the recorded message to a live person or an answering machine, making three attempts to connect to any number.

Recovery operations consist of short-term and long-term recovery activities. Activities which may be implemented in the short-term recovery period are:

- FEMA required damage assessment
- Emergency debris removal to open at least one lane of traffic for all roads
- Restoration of utility services including power, water, and sewer services
- Restoration of critical infrastructure and critical facilities
- Re-supply of fuel
- Installation of emergency generators at critical facilities
- In coordination with the County Emergency Operations Center, identify facilities within the Town which may be utilized for response and recovery operations such as Disaster Recovery Centers, storage sites, temporary housing sites, Points of Distribution, etc.
- Evaluate the need for long-term housing within the community and coordinate with County, State, and Federal officials to meet the survivor housing needs
- Evaluate critical infrastructure and structures which may be eligible for hazard mitigation funding

- Evaluate unmet needs among the survivors in the community
- Support outreach efforts to publicize the availability of Federal disaster funding including Individual Assistance and Small Business Administration (SBA) loans

The Town may choose to activate the emergency telephone message system to transmit vital recovery information to residents.

8.2 Long term recovery operations

The goal of long-term recovery is to restore the Town to pre-disaster conditions, which may exist for months or years based upon the severity and magnitude of the disaster. Generally, during the immediate recovery period, management will be conducted from the Town's Emergency Operations Center. Long-term recovery will be coordinated by the Town Manager with each agency in its normal environment and/or field command centers as conditions warrant.

In the aftermath of a large scale disaster, the Town may consider a number of planning, engineering, and economic development solutions to address long-term recovery needs. This may include the imposition of building moratoria for substantially damaged structures, business and economic stimulation policies, and others.

The methods used to provide recovery information to the public are media releases and press conferences (to television, radio and newspaper) through the County Joint Information Center, Town, County and American Red Cross web sites, the Disaster Recovery Centers, community bulletin boards, community forums and Town meetings. The Town will not offer disaster financial assistance programs in the aftermath of events that do not receive presidential or gubernatorial declarations or those that qualify for Federal disaster assistance.

8.3 Public Assistance

Upon receiving a Public Assistance declaration, the agencies responsible for pursuing reimbursement will provide detailed expenditure reports, and manage the grant funding according to the requirements established through FEMA. The Town may employ temporary staff to manage grants. The Assistant Town Manager, or designee, using the telephone, cellular telephone, 800 MHz Radio, e-mail, faxes and personal contact, will handle the coordination of the public assistance for the Town with the support of engineers, administrative assistants, general staff, and contractors.

8.4 Community Relations

The Town of Lauderdale-By-The-Sea's representative at the Broward County Emergency Operations Center for the purposes of planning, will function as the Emergency Management Coordinator for the Town and attend and participate in the Broward County Emergency Coordinating Council (ECC) and serve as point of contact for the ECC and attend meetings bi-monthly.

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9 Communications

9.1 Available Communications Systems

In accordance with NIMS and Florida Statutes Chapter 252, the Town of Lauderdale-By-The-Sea will coordinate emergency operations with the Broward County Emergency Operations Center and neighboring jurisdictions as necessary. The Town will deploy a liaison to represent the Town at the Broward County Emergency Operations Center during a critical incident or disaster. During the event, the Town liaison will communicate with the Town primarily through telephone communications, cellular communications, facsimile, e-mail and satellite communications

9.2 Coordination with Broward County

The Town understands the vital importance of maintaining clear communications with the County before, during, and after a disaster event. It will be the responsibility of the first responder community through the dispatch center to notify the Town Manager of unusual events requiring additional mutual aid.

The Town will notify the County Warning Point of emergencies in the Town and especially if the Town has an event that requires it to activate its emergency plan and emergency organization.

The Town will maintain a liaison representative in the County Emergency Operations Center when it is activated for an emergency involving the Town. The Town Emergency Operations Center will coordinate all information requests between the County Emergency Operations Center and the Town through that liaison. This communication may occur through telephone, cellular phone, satellite phone, email, fax and personal communication.

The Town liaison will also notify the Town Emergency Operations Center of scheduled conference calls and ensure that the Town Manager/Incident Commander are aware of all County sponsored conference calls so they may participate in them.

The Town will route all media releases through the County Joint Information Center to ensure regional consistency. The Town Emergency Operations Center will forward all municipal Incident Action Plans and Situation Reports to the County Emergency Operations Center for informational purposes.

9.3 Coordination with local, State of Florida and Federal agencies

The Town's Emergency Operations Center will coordinate with field response and recovery sites such as the points of distribution and the staging area through cellular phones and/or the Broward County 800 MHz radio system or Town VHF radio Frequency. In the event that all communications are inoperable due to disaster impact, the Town is prepared to continue communications via message runners or satellite phone.

Calls to the telephones located at Town Hall are transferred to the Town's Emergency Operations Center during activation. The Town and Broward County own and maintain separate phone systems at the Emergency Operations Center.

The Town Emergency Operations Center will coordinate all initial communications with higher levels of government through the County Emergency Operations Center until such time as it is logical for direct communications to occur. Direct communications with FEMA may occur during the joint damage assessment process, with community outreach team members within the Town, and once the Town becomes engaged in the financial reimbursement process. At this time, the Town will coordinate directly with the State and Federal Recovery agencies.

The Town's Municipal Services Director, Police Captain and Fire Chief have access to their 800 MHz radio system. A representative of the Town will be in the Emergency Operations Center whenever it is activated to provide ongoing communications with the Broward County Dispatch.

During the disaster event, the main level of field communications will be the VHF radio System and 800 MHz system.

Satellite phones are issued to key personnel to utilize in case of cellular failure.

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10 Policies and Protocols

10.1 Municipal Resources

The Town of Lauderdale-By-The-Sea has limited resources and facilities. During a disaster the use of Town facilities, personnel, equipment, and supplies will be consistent with the policies, protocols and operational concepts defined in this plan. The Town shall exhaust all locally available resources prior to requesting emergency assistance from other jurisdictions or higher levels of government. This includes the use of resources available through existing mutual aid agreements and pre-emergency contracts with other outside organizations.

10.2 Direction and Control

The Town Charter states that the form of government in the Town of Lauderdale-By-The-Sea is the “Commission-Manager” form of government. The Town Manager is the executive and administrative head of the Town, appointed by and answerable to the elected Town Commission. As such, the Town Manager has responsibility for direction of all Town employees and departments and administers Town contracts. In an emergency, the Town Manager shall serve as the Emergency Operations Manager and Incident Commander with the authority to undertake whatever actions are necessary to protect lives, property and to delegate executive authority for all or some emergency operations. The Town’s Purchasing Manual contains special procurement policies which provide for enhanced purchasing authority to the Town Manager that can be exercised in emergency conditions.

In addition, in recognition that emergency conditions might make it difficult for the Town Commission to convene, Article V. Sec. 5.2 paragraph (4) of the Town Charter provides that “The Mayor-Commissioner may govern the Town by proclamation, under the direction of the Town Commission, during times of grave public danger or emergency, and the Town Commission shall be the judge of what constitutes such public danger or emergency.” This is interpreted to mean the Mayor may act in the place of the Town Commission by proclamation during times of grave public danger or emergency, but the Town Commission may determine what conditions qualify as times of grave public danger or emergency either during or in advance of such public danger or emergency.

10.3 Continuity of Government

The line of succession for the Town Manager’s emergency powers under this Emergency Operations Plan shall be as follows:

- (1) Assistant Town Manager
- (2) Municipal Services Director
- (3) Finance Director

The Town Manager may order special, temporary personnel assignments that require individuals to work outside their regular department or job classifications. The Town Manager may also call upon contractors to assist with preparations for and response and services during and/or after the emergency.

All appointments and work assignments in an emergency situation shall be documented. Department Directors will submit a complete emergency operational plan as to staffing allocation, equipment distribution, and other emergency related needs as requested by the Office of Emergency Management.

In accordance with the Town Charter, the line of succession for the Mayor due to absence or disqualification are as follows:

- (1) Vice-Mayor
- (2) Any member of the Town Commission designated by the Town Commission to act as Mayor Pro-Tem for purposes of presiding over a Town Commission meeting.

If the Mayor is incapacitated and circumstances are such (ex. widespread disaster) that the Town Commission cannot meet and act, the Governor may appoint a temporary replacement for the Mayor.

The lines of succession for each Town department and agency head shall be in accordance with the Continuity of Operations Plan (COOP) as stated in this plan.

A catastrophic disaster could disrupt the ability to maintain the continuity of municipal government for a period of time. If a disaster or critical incident or event so severely impacts the Town of Lauderdale-By-The-Sea, the following municipal officials must make the determination that they are unable to maintain minimum continuity of government for a limited period of time:

1. The Town Commission as the official elected body of the Town of Lauderdale-By-The-Sea.
2. In the absence of the Town Commission or in the event that the Town Commission cannot convene, the Mayor may assume the decision making authority.
3. In the absence of both a majority of the Town Commission and the Mayor, the Town Manager may determine that the municipal government cannot be sustained for a limited period of time.

Once the determination has been made, the Town may request that Broward County Board of County Commissioners temporarily assume all local governmental responsibilities in accord with the laws of the State of Florida. This transfer of responsibility will occur within the designated time-frame only and shall be re-evaluated upon termination of the designated time-frame.

In the event Broward County representatives cannot establish communication with the municipality within 18 hours following a catastrophic event to confirm the continuity of municipal government, the County will assume local governance until requested by the Town to return control to Town officials.

10. 4 Leadership for Management of Municipal Emergency Operations

Due to the time-sensitive constraints of life-safety decisions during times of emergencies, it is essential that decision making authority be clearly defined.

Pursuant to the authorities granted to incorporated municipalities under Chapter 252, Florida Statutes, a Declaration of Local State of Emergency may be issued due to known or anticipated conditions affecting the Town, including, but not limited to the following:

- An incident occurs within the municipal boundaries and resource requirements extend beyond normal response capability.
- Protection of the health and safety of large numbers of people will require protective actions including, but not limited to: voluntary or mandatory evacuation, sheltering-in-place procedures for large areas of the Town, quarantine or isolation of a significant number of contaminated or infected individuals, and/or distribution of pharmaceuticals for mandatory public use.
- It is determined that emergency ordinances or regulations need to be promulgated by the Town, including imposition of a curfew and/or temporary prohibition on public entry to damaged parts of the Town.
- Declaration of a State of Emergency or Disaster by higher levels of government for an area encompassing or adjacent to the Town.

Under Section 252.38(3)(a)5, Florida Statutes, “the duration of each state of emergency declared locally is limited to 7 days; it may be extended, as necessary, in 7-day increments. Further, the political subdivision has the power and authority to waive the procedures and formalities otherwise required of the political subdivision by law pertaining to:

- a. Performance of public work and taking whatever prudent action is necessary to ensure the health, safety, and welfare of the community.
- b. Entering into contracts.
- c. Incurring obligations.
- d. Employment of permanent and temporary workers.
- e. Utilization of volunteer workers.
- f. Rental of equipment.
- g. Acquisition and distribution, with or without compensation, of supplies, materials, and facilities.
- h. Appropriation and expenditure of public funds.”

When the circumstances warrant, the Mayor shall issue a Local Declaration of Public Emergency. In his or her absence or incapacity, the Vice Mayor shall issue such a Declaration. In the event neither the Mayor nor the Vice Mayor is available, the Town Manager may issue such a declaration. Such a declaration is NOT necessary, however, for the Town Manager to activate the Emergency Operations Center.

In all cases, as soon as possible after the Declaration, the Town Manager will notify Broward County officials and the State of Florida of the executed Declaration.

The Broward County Board of County Commissioners, the Governor of the State of Florida, and the President of the United States may also declare a State of Emergency for areas which may include Lauderdale-By-The-Sea and other geographic areas. These States of Emergency may impact the Town of Lauderdale-By-The-Sea. When any of these levels of government declare a State of Emergency which includes Lauderdale-By-The-Sea, the Town will also declare a State of Emergency to legally indicate that the Town is activating its Comprehensive Emergency Management Plan and employing all emergency powers necessary to protect the safety of its citizens and property.

The Town of Lauderdale-By-The-Sea may order mandatory evacuations, sheltering-in-place, quarantines, curfews, and other protective actions when public safety is threatened by a natural, technological, or man-made disaster event within the boundaries of the Town. Broward County and the State of Florida may also order mandatory evacuations, quarantines, isolation orders, and establish curfews in compliance with laws and regulations. In consultation with the County Emergency Operations Center, the Police and Fire Department, the appropriate instructions will be disseminated to the public.

The Town Manager will direct activation of the Town's Emergency Operations Center, and its subsequent operations, and will approve the incident action plans for the Town. The Town Manager shall serve as the Incident Commander. The Town's emergency operations will be conducted in accordance with the approved Incident Action Plan applicable to the current incident action period. The Town's on-scene Incident Command staff will have responsibility for management and supervision of all on-site operations.

10.2 Passage of Emergency Ordinances and Regulations

As indicated by the conditions following the Declaration of a Local State of Disaster by the Town, it may be necessary to promulgate temporary emergency ordinances or regulations. Promulgation of emergency ordinances will be done in accordance with local and State statutes.

10.3 Chain of Command for Town Emergency Operations

In accordance with NIMS, the Incident Commander of the Town of Lauderdale-By-The-Sea at the Emergency Operations Center is in command and control of all operational activities associated with the disaster. On-scene Incident Command staff at any field disaster site such as Staging Areas and Points of Distribution (POD's) is under the direct command of the Incident Commander at the Emergency Operations Center. On-scene Incident Command staff will direct on-site operations in accordance with NIMS and the Incident Action Plan approved by the Incident Commander at the Town's Emergency Operations Center.

The Town and all supporting response agencies may establish a staging area a designated area that will function under the control of the Town's Emergency Operations Center and will provide support and services to all on-scene incident management teams. The Staging Area Manager will direct on-site operations in accordance with NIMS and continue to implement operations in accordance with the Incident Action Plan approved by the Incident Commander at the Town's Emergency Operations Center.

Other locations and facilities established by the Town will be under the direction of the Incident Commander at the Town Emergency Operations Center. All separate operational facilities and locations will utilize ICS for management of operations.

10.4 Financial and Resource Management

The purpose of this section is to establish guidelines and assign responsibilities to support the emergency payroll and procurement of goods and services needed by various departments in this program. During a critical incident or disaster, pursuant to the authorities granted to incorporated municipalities under Chapter 252, Florida Statutes a Declaration of Local State of Emergency may be issued. The processes and procedures for financial management will be compliant with Broward County, the State of Florida and the Federal government requirements to facilitate maximum opportunity for Federal disaster reimbursement under the Stafford Act.

10.5 Responsibility for Financial Management Operations

The Chief of the Finance and Administrative Section (Finance Director) shall be responsible for the financial management operations. The secondary person responsible for the financial management operations of the Town shall be the Deputy Chief of the Finance and Administrative Section (Town Clerk). It is the responsibility of the Finance and Administrative Section to document and track all disaster-related expenditures for the purpose of financial reimbursement. Both individuals will be trained to perform all responsibilities associated with the financial management of all municipal funds during a large scale disaster. This fiscal responsibility includes accounting principles and established authority levels.

10.6 Pre-disaster Preparations for Financial Management

The Town will finance the immediate emergency response and recovery operations required by an event from the available funds within the current budget. In the event that the Town qualifies for a Federal disaster declaration which includes public assistance funds, the Town will request post-disaster reimbursement for eligible expenditures. These procedures will enable the Town to continue fiscal management before, during and after a critical incident or emergency.

By the authority of Florida Statute 252.31-94.6 when a critical incident or disaster strikes, the Town of Lauderdale-By-The-Sea will declare a local State of Emergency and will suspend its usual purchasing policies and procedures. To the greatest extent possible during the critical incident or emergency situation, prudent and sound business practices will continue to be observed.

The Town of Lauderdale-By-The-Sea has established a disaster account which is funded to a level as approved by the Town Commission. Sub-accounts will be established to reflect the reimbursement categories established by the FEMA Public Assistance program for the following activities:

- a. Debris removal
- b. Protective measures
- c. Roads, signs and bridges
- d. Water control facilities
- e. Buildings and equipment

- f. Public utilities
- g. Parks, recreation and other
- h. Monitoring Firm

This disaster account will be utilized during critical incidents and disasters by the Town Manager as authorized by the Town Commission. This fund shall be used to categorize expenditures that affect departmental operations Town wide.

The Assistant Town Manager will ensure that, during non-disaster times, staff members with emergency management assignments receive information and/or training regarding State and Federal requirements for documentation of emergency expenditures and operations. During the annual exercise of the program, these procedures will be included and tested accordingly. As necessary, following activation of the CEMP, the Finance and Administrative Section will be responsible for providing any additional information or guidance regarding financial documentation requirements.

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11 Financial Management Procedures

11.1 Immediate Actions Needed for Authorization of Emergency Declaration

When a Local State of Emergency is declared and normal purchasing and contracting rules are suspended, it is incumbent upon the Town Manager/Incident Commander to advise Town employees that emergency purchasing and contracting rules are in effect. The Finance and Administration Section Chief shall immediately begin implementation of the emergency financial management tracking procedures.

11.2 Methods for Emergency Purchases

When a disaster strikes, the Operation and Planning Section personnel will determine what supplies or services are needed to immediately address the current and future incident objectives. The Logistics Section evaluates Town resource inventories to determine if goods are available in Town inventories and available to the Town before attempting to purchase the goods from an outside vendor or through existing contracts. Most purchases by the Logistics Section Chief will be with vendors that the Town has an existing account and relationship with. In the event that the cost of an item(s) will exceed \$10,000 or the vendor requires it, a Purchase Order will be issued.

The Town of Lauderdale-By-The-Sea has a fuel contract where all Town vehicles will fuel up for Municipal Services, and where Police, Fire and EMS contractors may obtain fuel.

11.3 Vendor Invoice Information Requirements:

Regardless of the nature of the emergency, certain procurement requirements shall be observed. The supplier/contractor/vendor shall provide documentation of cost for goods and services as applicable to receive payment: the supplier/contractor/vendor shall have appropriate insurance/exemptions etc. submitted with invoices or on file with the Town.

Supplier/contractor/vendor shall indicate the assigned mission number on their invoice for payment. The mission number will be at a minimum; the mission/assignment number as designated by the Town of Lauderdale-By-The-Sea but may also include an additional mission/assignment number for the County and the State.

11.4 Resource Documentation Requirements:

Individuals designated as the point of contact for purchasing and procurement in the Logistics Section are responsible for coordinating the emergency procurement of goods and services with existing vendors and for authorizing the issuance of emergency purchase orders, if necessary. Designees are responsible for maintaining a log of purchase orders issued and turning all documentation into the Logistics Section Chief at the shift change. The appropriate ICS form will be completed for resource orders. FEMA Form 260

The Logistics Section Chief shall be responsible for transferring all original hard copies of purchase documentation at the end of the shift change to the Finance and Administrative Section Chief. The Finance and Administrative Section will enter the purchase orders into a spreadsheet either manually or electronically to document the purchases and procurement. All documentation shall coincide with the mission number for the Town of Lauderdale-By-The-Sea, and the Broward County and/or State mission number if applicable.

Each invoice or purchase order shall have the following information included in its hardcopy back-up when it is turned over to the Logistics Section Chief: name of person requesting resources, date and time of request, mission/assignment number for Town of Lauderdale-By-The-Sea, and if applicable, Broward County and the State, description of resources procured, anticipated length of assignment that resources are needed, date and time of requested delivery, person assigned to accept delivery, location of delivery, cost per unit, special demobilization instructions, name of vendor taking request, vendor tax id number, and contact information.

11.5 Documentation of Personnel in Emergency Operations

Personnel utilized in emergency operations will keep detailed time sheets with their dates, times, and duties performed during emergency operations. As the Town of Lauderdale-By-The-Sea utilizes employees and contractors, the timesheets are turned into the appropriate contractor directly. As timesheets are submitted by the contractor for invoicing and payment by the Town of Lauderdale-By-The-Sea, each day's notation shall include the following information: Individual authorizing emergency operations work for employee, date requested, mission/assignment number for the Town of Lauderdale-By-The-Sea, County or State, location employee worked, length of hours per day (including start and finish time), and duties performed.

11.6 Final Disposition of Financial Documentation

The Finance Director shall be the person responsible for the final disposition of the documentation gathered under conditions of both Presidential-declared disasters and non-declared critical incidents and disasters. The final format will be hard-copy documentation with electronic copy back-up and the archives will be stored for a minimum of 3 years from the date of final payment, in the records storage area for the town. The documentation will be provided to Broward County and/or the State of Florida as requested in the format requested within an acceptable and customary time.

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12 Resource Management

The purpose of this section is to provide guidance and outline procedures for efficiently obtaining, managing, allocating, and monitoring the use of resources during critical incidents or disasters. These procedures are consistent with the overall program goals and objectives. Pursuant to the authorities granted to incorporated municipalities under Chapter 252, Florida Statutes, a Declaration of Local State of Emergency may be issued to expedite resource management activities.

Used in support of NIMS, the combination of facilities, equipment, personnel, procedures, communication, resources from local government as well as external agencies and non-governmental agencies may work together to coordinate the Town's response. Through this coordination and cooperation, any shortfalls the Town has will be noted for corrective action to overcome the shortfall.

12.1 Physical Resources (expendable and non-expendable resources)

In order to meet the resource needs of emergency operations, the Town personnel and regular Town contract personnel should first exhaust local resource capabilities within existing inventories. Additional supplies and equipment required for emergency operations will generally be available from normal sources of supply. However, some established vendors may not be able to provide needed materials on an emergency basis or may become survivors of the emergency situation. Most, if not all resources, will come from contractors. Standby sources should be identified in advance and provisions should be made for arranging alternative sources of supply on an urgent need basis. In the course of doing business, the Town routinely updates its inventory and available sources to include donations.

In accordance with the Statewide Mutual Aid Agreement, if all Town resources are exhausted, then the Logistics Section Chief will make a request of the Broward County EOC for additional resources. If the County resources are exhausted, the County will make a request to the State for the resources. If the State's resources are exhausted, a request will be made to the Federal government. All resource requests to the County EOC shall be directed from the Logistics Section Chief to the Town of Lauderdale-By-The-Sea Municipal Liaison. The single point of contact should be maintained to avoid duplication of resource requests.

12.2 Resources by Municipal Agency or Municipal Contractor

The Town of Lauderdale-By-The-Sea has limited available resources because most services are contracted to the private sector and County agencies. The agencies and organizations are requested to maintain inventories of personnel, equipment and supplies in order to provide this information routinely to the Town.

12.3 Classification of Physical Resources

The Town of Lauderdale-By-The-Sea understands that the NIMS classification methodology is still under development. The Town is committed to continually monitoring the NIMS requirements and implementing them as appropriate within the Town. All Town resources, pursuant to the NIMS, are to be classified by kinds and types.

12.4 Inventories Accessed and Utilized

Town of Lauderdale-By-The-Sea resources will be controlled by the Logistics Section Chief. The Chief shall monitor the inventories, locations and assignments of all resources and also monitor the deployment of any resources.

12.5 Private Vendor, Mutual Aid or Volunteer Resources

The Town will work to exhaust all local resources before requesting any resources from the County EOC. The protocol to procure additional resources are as follows: activate and direct deployment of additional local resources to the incident site(s); request mutual aid assistance from existing jurisdictions who have entered into a Mutual Aid Agreement; purchase, rent, or lease supplies and equipment; obtain donated resources from businesses, individuals, or volunteer groups; contract for necessary services to support emergency operations.

The Town Manager shall consider the potential liabilities before accepting offers of donations of supplies, equipment or services or committing manpower from individual or volunteer groups to emergency operations.

12.6 Tracking Procedures for all Resources

The Logistics Section Chief is responsible for the management of all resources in support of the current incident objectives, except for resources committed to debris management, debris monitoring, clearance and removal. Deployment and tracking of resources committed to debris management are the responsibility of the Operations Section Chief in accordance with the FEMA approved Debris Management Plan. In compliance with the resource management procedures outlined above, the Logistics Section Chief will track resource needs and assign a mission number. The Logistics Section Chief will complete the appropriate ICS form which details the following information for resource/equipment check-in including: requesting entity, brief statement of need, originating entity, method of delivery and location of delivery, associated expendable resources, anticipated duration, funding etc. All resources that are the property of the Town of Lauderdale-By-The-Sea will be inventoried and identified by their property control number as assigned by the Town. Resources will be logged onto a spreadsheet controlled by the Logistics Section, noting item, deployment, time out and expected return and any other pertinent information.

The Town of Lauderdale-By-The-Sea now has access to emergency management software, Web EOC, through Broward County.

12.7 Protocols for Resources

The deployment of resources and personnel shall be in accordance with established plans and procedures that provide assurance that Town resources, both owned and contracted, shall not be deployed without the specific approval of official resource coordination processes. When the EOC is activated, the Logistics Section Chief shall approve all personnel and equipment deployments as directed by the Incident Commander (Town Manager). In order to ensure the appropriate management and demobilization of personnel, supplies and equipment, the Town of Lauderdale-By-The-Sea Logistics Section Chief will work cooperatively with the Operations Section Chief and the Planning Section Chief to develop a demobilization plan. The Statewide

Mutual Aid Agreement addresses the issues pertaining to the appropriate management of resources up to and including return to the original agency.

The Statewide Mutual Aid Agreement details the requirements associated with general responsibility for payment and/or reimbursement of resources acquired through mutual aid.

12.8 Personnel Resources

All Town departments are required to have emergency personnel assigned in case of critical incidents or disasters. The Town Manager/Incident Commander will identify and coordinate the placement of Town employees that may be reassigned to temporary emergency duties should a critical incident or disaster impact the Town. If the required skills and/or expertise are not available within the pool of existing Town employees, the Incident Commander will approve the temporary workers.

Rosters of personnel working for the Town of Lauderdale-By-The-Sea on a daily basis in emergency operations will be maintained by the immediate supervisor of the that temporary worker , and copies of that information will be relayed verbally or in writing to the Operations Section Chief at least twice a day on an appropriate ICS form. (A final hardcopy or electronic copy of the day's roster will be sent to the Operations Section Chief at the beginning of the shift change and at the end of the shift change. All workers shall sign-in or check in with the Planning Section as well as their immediate supervisor and receive a mission/assignment number, again noted on the ICS form.

13 NIMS Glossary

Area Command: (Unified Area Command): An organization established (1) to oversee the management of multiple incidents that are each being handled by an ICS organization or (2) to oversee the management of large or multiple incidents to which several Incident Management Teams have been assigned. Area Command has the responsibility to set overall strategy and priorities, allocate critical resources according to priorities, ensure that incidents are properly managed, and ensure that objectives are met and strategies followed. Area Command becomes Unified Area Command when incidents are multi-jurisdictional. Area Command may be established at an Emergency Operations Center facility or at some location other than an incident command post.

Assignments: Tasks given to resources to perform within a given operational period that are based on operational objectives defined in the IAP.

Branch: The organizational level having functional or geographical responsibility for major aspects of incident operations. A branch is organizationally situated between the section and the division or group in the Operations Section, and between the section and the units in the Logistics Section. Branches are identified by the use of Roman numerals or by functional area.

Chain of Command: A series of command, control, executive, or management positions in hierarchical order of authority.

Chief: The ICS title for individuals responsible for management of functional sections: Operations, Planning, Logistics, Finance & Administration, and Intelligence (if established as a separate section).

Command Staff: In an incident management organization, the Command Staff consists of the Incident Commander and the special staff positions of Public Information Officer, Safety Officer, Liaison Officer, and other positions as required, who report directly to the Incident Commander.

Operations Chief. A division is located within the ICS organization between the branch and the resources in the Operations Section.

Emergency Operations Centers (EOC): The physical location at which the coordination of information and resources to support disasters. An Emergency Operations Center may be a temporary facility or may be located in a more central or permanently established facility, perhaps at a higher level of organization within a jurisdiction. Emergency Operations Centers may be organized by major functional disciplines (e.g., fire, law enforcement, and medical services), by jurisdiction (e.g., Federal, State, regional, County, Town, Tribal), or some combination thereof.

Emergency Operations Plan: The "steady-state" plan maintained by various jurisdictional levels for responding to a wide variety of potential hazards.

Function: Function refers to the five major activities in ICS: Command, Operations, Planning, Logistics, and Finance & Administration. The term function is also used when describing the activity involved, e.g., the planning function. A sixth function, Intelligence, may be established, if required, to meet incident management needs.

Incident Action Plan (IAP): An oral or written plan containing general objectives reflecting the overall strategy for managing an incident. It may include the identification of operational resources and assignments. It may also include attachments that provide direction and important information for management of the incident during one or more operational periods.

Incident Command Post (ICP): The field location at which the primary tactical-level, on-scene incident command functions are performed. The ICP may be collocated with the incident base or other incident facilities and is normally identified by a green rotating or flashing light.

Incident Command System (ICS): A standardized on-scene emergency management construct specifically designed to provide for the adoption of an integrated organizational structure that reflects the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries. ICS is the combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, designed to aid in the management of resources during incidents. It is used for all kinds of emergencies and is applicable to small as well as large and complex incidents. ICS is used by various jurisdictions and functional agencies, both public and private, to organize field-level incident management operations.

Incident Commander (IC): The individual responsible for all incident activities, including the development of strategies and tactics, and the ordering and release of resources. The IC has overall authority and responsibility for conducting incident operations and is responsible for the management of all incident operations at the incident site.

Incident Management Team (IMT): The IC and appropriate Command and General Staff personnel assigned to an incident.

Joint Information Center (JIC): A facility established to coordinate all incident-related public information activities. It is the central point of contact for all news media at the scene of the incident. Public information officials from all participating agencies should collocate at the JIC.

Joint Information System (JIS): Integrates incident information and public affairs into a cohesive organization designed to provide consistent, coordinated, timely information during crisis or incident operations. The mission of the JIS is to provide a structure and system for developing and delivering coordinated interagency messages; developing, recommending, and executing public information plans and strategies on behalf of the IC; advising the IC concerning public affairs issues that could affect a response effort; and controlling rumors and inaccurate information that could undermine public confidence in the emergency response effort.

Logistics: Providing resources and other services to support incident management.

Logistics Section: The section responsible for providing facilities, services, personnel and material support for the incident.

Mitigation: The activities designed to reduce or eliminate risks to persons or property or to lessen the actual or potential effects or consequences of an incident. Mitigation measures may be implemented prior to, during, or after an incident. Mitigation measures are often developed by lessons learned from prior incidents. Mitigation involves ongoing actions to reduce exposure to, probability of, or potential loss from hazards. Measures may include zoning and building codes, floodplain buyouts, and analysis of hazard-related data to determine where it is safe to build or locate temporary facilities. Mitigation can include efforts to educate governments, businesses, and the public on measures they can take to reduce loss and injury.

Multi-agency Coordination Entity: A multi-agency coordination entity functions within a broader Multi-agency Coordination System. It may establish the priorities among incidents and associated resource allocations, de-conflict agency policies, and provide strategic guidance and direction to support incident management activities.

Multi-agency Coordination Systems: Multi-agency Coordination Systems provide the architecture to support coordination for incident prioritization, critical resource allocation, communications systems integration, and information coordination. The components of Multi-agency Coordination Systems include facilities, equipment, emergency operation centers (EOC), specific multi-agency coordination entities, personnel, procedures, and communications. These systems assist agencies and organizations to fully integrate the subsystems of the NIMS.

Multi-jurisdictional Incident: An incident requiring action from multiple agencies that each have jurisdiction to manage certain aspects of an incident. In ICS, these incidents will be managed under Unified Command.

Mutual-Aid Agreement: Written agreement between agencies and/or jurisdictions that they will assist one another on request, by furnishing personnel, equipment, and/or expertise in a specified manner.

Operational Period: The time scheduled for executing a given set of operation actions, as specified in the Incident Action Plan. Operational periods can be of various lengths, although usually not over 24 hours.

Operations Section: The section responsible for all tactical incident operations. In ICS, it normally includes subordinate branches, divisions, and/or groups.

Personnel Accountability: The ability to account for the location and welfare of incident personnel. It is accomplished when supervisors ensure that ICS principles and processes are functional and that personnel are working within established incident management guidelines.

Planning Section: Responsible for the collection, evaluation, and dissemination of operational information related to the incident, and for the preparation and documentation of the IAP. This

section also maintains information on the current and forecasted situation and on the status of resources assigned to the incident.

Public Information Officer: A member of the Command Staff responsible for interfacing with the public and media or with other agencies with incident-related information requirements.

Reception Area: This refers to a location separate from staging areas, where resources report for in-processing and out-processing. Reception Areas provide accountability, security, situational awareness briefings, safety awareness, distribution of IAP's, supplies and equipment, feeding, and rest areas.

Recovery: The development, coordination, and execution of service and site-restoration plans; the reconstitution of government operations and services; individual, private sector, non-governmental and public-assistance programs to provide housing and to promote restoration; long-term care and treatment of affected persons; additional measures for social, political, environmental, and economic restoration; evaluation of the incident to identify lessons learned; post-incident reporting; and development of initiatives to mitigate the effects of future incidents.

Recovery Plan: A plan developed by a State, local, or Tribal jurisdiction with assistance from responding Federal agencies to restore the affected area.

Resources Unit: Functional unit within the Planning Section responsible for recording the status of resources committed to the incident. This unit also evaluates resources currently committed to the incident, the effects additional responding resources will have on the incident, and anticipated resource needs.

Section: The organizational level having responsibility for a major functional area of incident management, e.g., Operations, Planning, Logistics, Finance & Administration, and Intelligence (if established). The section is organizationally situated between the branches and the Incident Command.

Span of Control: The number of individuals a supervisor is responsible for, usually expressed as the ratio of supervisors to individuals. (Under the NIMS, an appropriate span of control is between 1:3 and 1:7.)

Staging Area: Location established where resources can be placed while awaiting a tactical assignment. The Operations Section manages Staging Areas.

Strike Team: A set number of resources of the same kind and type that have an established minimum number of personnel.

Task Force: Any combination of resources assembled to support a specific mission or operational need. All resource elements within a Task Force shall have common communications and a designated leader.

Unified Command: An application of ICS used when there is more than one agency with incident jurisdiction or when incidents cross political jurisdictions. Agencies work together through the designated members of the UC, often the senior person from agencies and/or disciplines participating in the UC, to establish a common set of objectives and strategies and a single IAP.

Unit: The organizational element having functional responsibility for specific incident planning, logistics, or finance & administration activity.

Unity of Command: The concept by which each person within an organization reports to one and only one designated person. The purpose of unity of command is to ensure unity of effort under one responsible commander for every objective.

14 ACRONYMS

AMR	American Medical Response
BSO	Broward County Sheriff's Department
CEMP	Comprehensive Emergency Management Plan
EMAC	Emergency Management Assistance Compact
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
FOG	Field Operations Guide
GIS	Geographic Information System
HAZMAT	Hazardous Material
IAP	Incident Action Plan
IC	Incident Commander
ICP	Incident Command Post
ICS	Incident Command System
IC or UC	Incident Command or Unified Command
IMT	Incident Management Team
JIC	Joint Information Center
LBTSVFD.....	Lauderdale-By-The-Sea Volunteer Fire Department
NDMS	National Disaster Medical System
NGO	Nongovernmental Organization
NIMS	National Incident Management System
NRP	National Response Plan
POLREP	Pollution Report
PIO	Public Information Officer
POD	Point of Distribution
SITREP	Situation Report
SO	Safety Officer
SOP	Standard Operating Procedure
UC	Unified Command
US&R	Urban Search and Rescue